ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Curriculum Committee

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FROM:

ADC/OTE
1025 C of C

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. EXO/OTE				
2. C/CTD				
3. C/ISTD				
4. C/ITD				
5. C/LDD				
6. C/LTD				
7. C/SACTD				
8. C/WOTD				
9. C/TSD				
10. C/CBTG				
11. C/MPB				
12. RED				
13.				
14.				
15.				

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FORM 610 USE PREVIOUS EDITIONS
1-79

GPO : 1983 O - 411-632

19 December 1985

MEMORANDUM FOR: Curriculum Committee Members

25X1 FROM:

Assistant Director of Training for Curriculum

SUBJECT: Minutes from 18 December Meeting

25X1
25X1   1. _____ from the Office of Personnel (OP) and _____
25X1 _____, Chairman of the Recruitment Course, briefed the Committee on
      the results of the eight-day pilot running of the course _____
      during November. Their experience and analysis of the student
      evaluations led them to conclude that a five-day course could better meet
      OP's objectives. Moreover, the first running did not confirm the premise
      that directorate recruiters should only attend part of the course while
      professional recruiters from OP should attend the entire course. More
      can be accomplished with both the directorate and professional OP
      recruiters if they all can attend the entire course. Generally, almost
25X1 all the segments of the course were successful. _____ concluded,
      however, that the "guts" of the course were the experiential learning
      segments. The estimated cost for running this course will be about 1K
      per running which will be used primarily to pay an independent
      contractor. The independent contractor will be released after the next
25X1 three runnings. _____ is working on a Special Bulletin which will
      be published after the beginning of the new calendar year. The course
      will be offered eight times during CY 1986 with the first three serving
25X1 as pilot runnings. _____ concluded his comments by indicating how
      pleased OP was with the course. ADC added his congratulations to both
25X1 _____ and _____ for saving the Agency considerable money
      and for the hard work invested in the development and implementation of
      this successful program.

25X1   2. _____ passed out the course categories and asked Committee
      members to review and make appropriate changes. These course categories
      will be used in the new ATM online catalog, the hard copy catalog, and
25X1 the training guide. _____ also returned the unit course descriptions
      and asked for final review and approval. All items are due to TSD no
      later than 3 January.

25X1

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SUBJECT: Minutes from the 18 December Meeting

25X1

3. [   ] provided an update on the SIS
Elective Program.   The schedule of elective seminars, provided to
Committee members, for FY 1986 was approved with the exception of the
Covert Action Seminar.   It was the Committee's recommendation that this
seminar not be offered because the sensitivity of the subject matter
would not permit a full disclosure to SIS officers.   The Executive
Development Staff (EDS) intends to develop a list of new seminars to be
offered in FY 1986.   This list currently includes the following courses:
Power Management Seminar, Making Professional Presentations, Negotiations
at the Executive Level, How to Use External Consultants, Outward Bound,
Managing Creativity, and Managing Perceptions.   EDS will develop further
proposals for offerings and submit to ADC and D/OTE for approval.
Following approval, SISers will be balloted to determine their interest.
Based on the responses, EDS will seek to offer the appropriate courses.
Following the development of EDS electives for FY 1986, the Committee
recommends that these be presented to the Curriculum Committee, Senior
Training Officers, and the Steering Committee.   There followed a
discussion about whether or not non-SIS officers should be admitted to
the electives.   The Committee concluded that the electives are designed
only for SIS officers and that only very few selected individuals, i.e.,
those GS-15s serving in SIS positions, should be even considered for
attendance in any of the electives.   The Committee advised EDS that if
there is not enough SIS interest, the course should be cancelled.   The

25X1

only exception is the [   ] Leadership Seminar.   Because of the
history of this course, EDS needs to develop a fair policy and make STOs
aware of any changes.

25X1

4.   In the absence of [   ] ADC reported on the initiatives
OTE is undertaking to provide training in employee vulnerability to
hostile recruitment.   Committee members were advised that a meeting is
being called of select OTE course directors to inform them of these
initiatives and the role of their courses in helping to provide the
appropriate training to Agency personnel.

5.   ADC discussed the Director of Security's memo which asked OTE to
look into courses where a briefing on the Agency's polygraph might be
appropriate.   Attached is a copy of that memo.   Generally, there was not

25X1

much enthusiasm for [   ] suggestion.   However, the Career Trainee
Division and LDD will follow up.

6.   Course Reports

ADC described the new OTE policy on end-of-year course reports.
In lieu of end-of-year reports, unit chiefs are to provide a paragraph
statement on each course offered during CY 1985 (those courses which were
reviewed by the Curriculum Committee in 1985 need only be noted).   This
statement will summarize the

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SUBJECT: Minutes of the 18 December Meeting

positive and negative attributes of the course content, note student
reactions, note changes made in the course during the year, and contain a
bottom-line recommendation as to what will be done with the course in the
future--cancel, review, continue as is, or make specific changes. One
unit has already begun doing the course reports under the guidance
provided in OTE Instruction 81-12. ADC advised that if these course
reports were already started, they should be submitted. Regardless of
the method, all end-of-year course reports are due by no later than 15
January 1986. In addition, several courses will be identified which must
be reported on following each running. These reports should follow the
format described in OTE Instruction 81-12 and must include all student
evaluations. The unit chiefs will be advised of the courses which have
been identified. Finally, OTE will continue to follow the policy that
all newly implemented courses must be reported on following each running
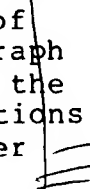for the first three offerings.

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Attachments

3

6 DEC 1985

MEMORANDUM FOR: Director of Training and Education

FROM:

Director of Security

SUBJECT: Briefing on the Polygraph

1. As you well know, the Polygraph Division receives considerable attention and some condemnation from all segments of the Agency. Polygraph is a lonely profession and not well understood by most people, including Agency employees who are subject to polygraph testing several times in a career. In the interest of making the Agency's polygraph program better understood, both in theory and in application, I have directed the Polygraph Division to construct a briefing concerning their profession. It has already been presented to several groups and fairly well-received. It is not a technical presentation and can be as formal or as informal as the occasion and audience requires.

2. We believe that the briefing can do a great deal of good from the standpoint of explaining the Agency's polygraph program to our employees. To promote it, we request that the Office of Training consider making it one of the presentations normally given in the Career Trainee Course, the Mid-Career Course, Senior Seminars, etc.

3. I have directed the Chief, Security Education Group and the Chief, Polygraph Division to make themselves available to any member of your staff who you may select to explore the possibilities of my request.

OS 5-1930

EDP
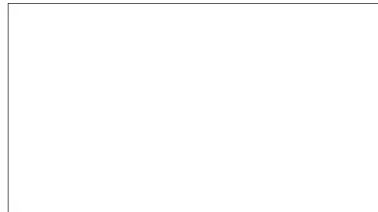
EXECUTIVE DEVELOPMENT PROGRAM

The Executive Development Program is committed to increasing executive effectiveness in the Central Intelligence Agency. This program consists currently of two separate and unique segments: the *Executive Leadership Forum* and the *Electives*.

The Electives are designed to offer Senior Intelligence Service Officers seminars on topics which have been identified as being of interest to our senior officers, but not necessarily of universal applicability. Each person can, thus, enroll for the training which is of specific interest and bypass those subjects which are not. We attempt to schedule the seminars and panel discussions to be as short as possible and at times when most convenient to the participants. An announcement for each seminar running is sent to all SIS officers in the Headquarters Area. Participation is limited from 12 to 24 officers depending on the nature of the seminar being offered. Attached is a list of Electives with a brief description of each that has been offered to date.

EXECUTIVE DEVELOPMENT PROGRAM

ELECTIVE SEMINARS FY 1986

Dates	Seminars
9, 16, 23 Jan 1986 (3 evening sessions)	Intelligence and National Security: Kennedy/Johnson Administratons
27 Jan or 29 Jan 1986 (one day)	Resource Decision Making for Executives
26 Jan - 31 Jan 1986	Leadership Seminar
11 Feb - 13 Feb 1986	Power Management Seminar
25 Feb - 27 Feb 1986	Making Professional Presentations
5 Mar - 6 Mar 1986	Technology Leakage
18 Mar - 21 Mar 1986	Covert Action
8 Apr - 10 Apr 1986	Automation and the CIA Executive
29 Apr - 2 May 1986	Intelligence Collection in the 1990s
13 May - 16 May 1986	CIA and the Congress
8 Jun - 13 Jun 1986	Leadership Seminar
24 Jun - 26 Jun 1986	Making Professional Presentations

The following Seminars should be added to the schedule:

	Intelligence Support to Arms Control
Spring (May) 1986	Modern Organization: A Design for the Future
Feb or March 1986	CIA and Public Affairs
July 1986	Achieving Sustained High Performance

EXECUTIVE DEVELOPMENT PROGRAM

Executive Development Elective Seminars fall roughly into three topical categories -- self knowledge, organizational issues and environmental interface. These categories conform to what are generally regarded as key executive competencies:
- a thorough knowledge of one's own strengths and behavioral patterns,
- familiarity with organizational design and dynamics,
- and finally, an awareness of the need to span the boundary between the organization and its environment.

The current catalog of electives is the result of an April 1984 survey of SIS officers, a review by a panel of senior officers, and selection by the Curriculum Review Committee of OTE. This catalog includes the following seminars which are announced by direct mailing to all SIS officers:

SELF KNOWLEDGE CATEGORY

EXECUTIVE LEADERSHIP FORUM
A mandatory program for new SISers, this forum is a precursor to other elective programs. In this week long forum, newly promoted SISers are invited to examine their own conception of executive leadership as practiced within the Agency and the nature of organizational expectations regarding the SIS ranks. Assessment exercises are offered to provide officers with feedback on some of their leadership skills and to prompt their thinking about what effective leadership means to them. Significant input is provided by the Center for Creative Leadership in discussing the factors that lead to executive derailment and the types of developmental experiences that top executives have found most helpful in their careers.

ACHIEVING SUSTAINED HIGH PERFORMANCE
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This two day seminar conducted by _____ assists SISers to identify the pattern of external challenges and internal motivations that has led them to exceptionally high performance in the past and then teaches how to replicate these patterns at will. The result is that executives can identify the factors that enabled them to perform at their best and to adapt tasks to enable them to sustain this high performance pattern. Acclaimed by participants, EDB is in the process of assisting graduates to adapt this program to unit teambuilding efforts.

LEVINSON LEADERSHIP SEMINAR
This seminar examines the motivational issues in leadership as well as the dynamics in managing change at the executive level. Conducted by the Levinson Institute of Cambridge, Massachusetts the

five day seminar uses small discussion groups, individual
interviews, and staff feedback to explore how executives cope with
work, family and personal problems on a daily basis. Nominations are
made by the Deputy Directors according to spaces reserved for each
Directorate and the DCI area.

* POWER MANAGEMENT SEMINAR
The focus of this seminar will be to explore the nature and
application of power at the executive level as distinct from
managerial applications. Participants will examine how executives
apply power to bring about organizational change, to negotiate more
effectively and to influence others not under their direct control.

* MAKING PROFESSIONAL PRESENTATIONS
An increasingly important function of the Agency executive is
representing their Offices and Directorates through formal
presentations before a variety of audiences. This 3 day workshop
will assist executives to become more self confident, persuasive and
informative in making professional presentations. It is designed for
those who realize that the success of their efforts and projects
often depend on the quality and professionalism of their oral
communication skills in briefings, meetings and in negotiating
sessions. The workshop will explore persuasive communication in
negotiating with peers, motivating subordinates and selling ideas.
Participants will be offered expert analysis of their presentational
strengths and coaching in how to adapt their speaking style to the
audience.

Additional topics under consideration for development include
Outward Bound Executive Development Programs, Executive
Health/Stress Management and a discussion of Career Anchors.

ORGANIZATIONAL KNOWLEDGE

INTELLIGENCE COLLECTION IN THE 1990's
This three day seminar draws a composite overview of future
challenges based on future intelligence requirement forecasts.
Panelists from the Agency, the wider Intelligence Community and
government are asked to discuss future plans in generic terms
without going into in depth into specific programs. Participants
will discuss capabilities in terms of meeting perceived information
requirements, the collection environment, our ability to process,
analyze and distribute the data collected; plus the limitations of
new technologies. The purpose of the seminar is to foster a
discussion of future trends and requirements across the boundaries
usually established by compartmentation and our tendency to work
with a few favored collection systems.

THE MODERN ORGANIZATION: A DESIGN FOR THE FUTURE

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This two day seminar is designed to introduce a psychological basis for critically evaluating organizational structure and processes. Developed and conducted by ⬚ this program is an outgrowth of 30 years of research into organizational processes and provides a new perspective for thinking about organization and reorganization.

PANEL DISCUSSION BY SCHOLARS IN RESIDENCE

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This evening discussion by past and present "Scholars in Residence" was designed to uncover insights into how the Agency could better utilize the expertise available in academe in a one to two year tour. On recommendation of the coordinator, ⬚ this elective need not be offered again in the immediate future.

PROGRAM/PROJECT MANAGEMENT

This three day seminar exposes CIA executives to a broad range of factors involved in managing large-scale R&D type programs and explores the ramifications of the executive challenge in managing such programs. The approach is unique in that it deals not only with traditional aspects of manangement, but incorporates new concepts in innovation, entrepreneurship, creativity and designing for dynamic organization.

RESOURCE DECISION MAKING FOR EXECUTIVES

Led by members of the Comptrollers Staff, this two day seminar focuses on the Budget Cycle and Agency resource management process. Items covered include: roles of the Executive Committee, Intelligence Community Staff, Office of Management and Budget and Congress. A ranking exercise simulating the kinds of issues faced by the Executive Committee is used to demonstrate the principles and difficulties involved. For the Agency executive who wants to participate more effectively in the budgeting and resource allocation process.

* MANAGING SYSTEMIC CHANGE

Tentatively planned for spring, this evening session invites SIS officers who have been involved in designing, implementing and recovering from large system change to discuss their experiences: what went right, what went wrong, and what might they do differently the next time around. If sufficient interest exists, a consultant will be made available to discuss state of the art methods in structuring and bringing about systemic change in organizations.

* <u>COVERT ACTION</u>
In the current climate of oversight and the political delicacy surrounding covert actions of any kind, planners in each of the directorates are faced with new challenges in designing, mounting or supporting effective covert actions. This seminar will explore new approaches to interdirectorate support of covert action and participants will discuss alternate strategies for the future.

Additional topics under consideration for development include Negotiation at the Executive Level, How to Use External Consultants, Managing Creativity and Perception Management.

<u>ENVIRONMENTAL INTERFACE</u>

<u>CIA and PUBLIC AFFAIRS</u>
This seminar examines the interaction of CIA and the news media, the Courts and the general public. It explores th conflicting aims of the mass media, national security and and a democratic political system. Agency case studies are used to spur discussions of ways to reconcile these conflicting aims. Included is a session on how the private sector handles relations with the press.

<u>CIA and CONGRESS</u>
This four day program examines the Agency's interaction with Congress and the differences in perspective between the executive and legislative branches of Government. Designed in conjunction with the Office of Legislative Liaison, the seminar offers participants the opportunity to meet with members of key oversight committees and their staffs including the two Select Committees on Intelligence. Reviewed by previous participants as "a unique opportunity to gain insight into the inner workings of Congress" this seminar also features a panel discussion of how OLL goes about tending to and preserving our working relations with the Hill.

<u>INTELLIGENCE AND NATIONAL SECURITY POLICY:</u>
<u>THE KENNEDY AND JOHNSON ADMINISTRATIONS</u>
Drawing on case studies developed by Edward Proctor, a former Deputy Director for Intelligence, and discussions with former senior Administration officials, the seminar explores how intelligence can be used or abused in support of national security policy. Upcoming seminar will feature former Secretary of Defense Robert McNamara.

<u>DISCUSSIONS WITH AUTHORS</u>
This series of evening discussions with well known authors in the field of intelligence and national security offers executives an opportunity to exchange views and examine alternative perspectives on the role of intelligence. The series began with David Kahn, author of The Codebreakers and was well received.

AUTOMATION AND THE CIA

As the requirements of data processing dictate increasing levels of automation, the CIA and other large organizations are facing organizational as well as social choices in how they cope with new technology. This seminar will focus on the promise and the threat of widescale automation of functions and the challenges that this poses executives.

* TECHNOLOGY LEAKAGE

This seminar, to be developed in conjunction with the industrial security branch of the Office of Security, will focus on the problems in maintaining security with contractors and the trends we are seeing in "leakage" of technology to allies and opponents.

Items with asterisk (*) are only in brainstorming phase and have not yet been validated with SIS clients. Once a full proposed schedule of electives has been generated, this list will be vetted with a sampling of SISrs and the resulting survey presented to the Curriculum Committee for approval.